



INNOVATE project

WP2, D.2.3

Brussels Environment, Business Model

1. Customer segments - Who will be your clients?

Condominiums and co-ownerships in Brussels

Through:

- Building managers
- Owners (landlords and occupants) and tenants

Indirect target: building professionals

2. Condominium support service: key activities in short

The favored model for the Brussels Condominium support service and the Integrate Energy Efficiency Service Package (IEESP) at this point is combining three axes:

1. A public and partially free of charge service, providing:
 - Global building and equipment audit
 - Retrofit action plan
 - Help in choice of adapted financing plan
 - Support in introducing permit
 - Defining specifications
 - Preparation and presence at assembly meetings

To be confirmed:

- Selection of contractors within a restricted list of companies
- Launch and follow-up of retrofit
- Setup of monitoring and maintenance procedures
- Acceptance of works

This service will be an extension of the existing and well known Sustainable Building Facilitator Service.

2. A private integrated OSS service, covering all renovation needs

3. An interactive website providing tools and documents for planning and follow-up

A fourth measure is likely to be developed: a grant for the involvement of an architect and/or technical office.

Based on the consultation of partners and stakeholders, it seems more efficient to develop two parallel approaches, so both large co-ownerships with well-trained and professional managers as well as smaller units with lesser activity range are able to find the support that will help them in achieving higher quality and more efficient renovations.

To create a favorable environment, several workgroups will be organized:

- Workgroup on financing matters, to stimulate the emergence of innovative products
- Internal workgroups to assure the inclusion of a condominium-specific approach in EPB, grants, trainings, ...

3. Value propositions: what benefits do you have to offer the selected market segments?

The technical, financial and behavioral barriers to energy renovation that the IEESP will help lifting through its activities are:

- The complexity of decision-making in a co-ownership
- The low level of information on energy issues and the benefits of a renovation
- Difficulties of finding the right way through a (energy) renovation process
- Lack of confidence in the retrofitting companies

And partly:

- The cost of energy renovations
- Having a quality guarantee

The consultation of energy and retrofitting professionals has confirmed the necessity of sustaining a neutral and public service for those who need help at some stages of the retrofitting process, with a favorable environment (building manager is competent, financing is accessible). This will help in overcoming the stumbling stones of the customer journey, while leaving the building manager in charge of the choices to be made.

A private service on the other hand will offer a more complete service, for cases where this is more convenient and helps reaching the objectives.

The website will be a complement to both services, as well as for co-ownerships who need only a light support.

4. Cost and resource structure

1. Public support service: public call for tender.
Type of company likely to submit offer: consortium of consultancy and technical offices. The call will specify the needs of the service, including legal, administrative and communication expertise.
Estimated budget: 600K € for 50 trainings/year with an average fee covering 50%.
2. Private OSS: the launching of the service will be financed through a public call for projects with (for instance) a 5 year support to their activities. The team ought to be multidisciplinary. Budget not yet established.
3. Website: public funding, 135.000 € for development, 10.000 € per year for updates and further improvements. Public call for tender.

5. Revenue streams

1. Financing mode: public financing 50%, average beneficiary contribution: 50%
Two options seem the most adapted for this type of beneficiary contribution:
 - Flat-rate service fee, per mission, to be paid every year
 - Percentage per mission
2. The private service is likely to be financed through a service and/or return on investment. The first phase of its development will be supported by public financing, most likely through a call for projects.
3. Website: public financing

6. Key partners

Ecobuild Cluster: regional service for the coordination of sustainable building professionals.

Collaboration will be developed to address the need for reliable constructors.

Professional building manager organization: support in adapting the service to the needs of building managers, communication

Co-ownership representation: contribution for communication.

Other partners and internal services: creation of an enabling environment.

7. Channels

Regional communication campaigns.

Communication through media from partner organizations.

The service can count on the notoriety of the sustainable building facilitator, well-known in Brussels since 2006.

8. How will you monitor your activity?

As both structures will depend on public funding, the indicators of a successful activity will be included in the calls and contracts to be concluded with the executors.

Indicators : number of requests, number of building scans, number of completed projects, energy performances of renovated buildings, results of presence in assemblies (convincing or not), ...